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Review

Regulatory and Legislative Monitoring for Better Management and decision-making

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This paper deals with regulatory and normative monitoring which is considered as a crucial issue for exporting companies that require developing their economic activities according to international expectations. After reviewing the main support and experiences that aim to alert decision makers about regulatory and normative changes, we examine the "Alert export" service developed by the institutes of standardization to improve monitoring practices and focuses on the Tunisian expertise. How can this service improve decision-making? What is its real impact on the local economic intelligence? And what are the futures challenges? The results of a case study presented in this paper answer these questions and show the specificity of Alert export service in the Tunisian context. The discussion about the study case leads us to suggest some improvement to support performing enterprise management and permit better integration of the local economic intelligence at an international scale.

Keywords : Economic intelligence, Management, Collective Intelligence, Normative Monitoring, Technical Regulation, Alert Export; Information System

INTRODUCTION

Several specialists in management sciences including H. Martres (2012), M. Porter (2003), C. Cohen (2004) and F. Jacobiak (2004) covered the field of economic intelligence development. They agree that intelligence represents the entire process of collecting, processing and disseminating relevant information, consistent with the strategic objectives of the enterprise, for exploitation and economic actors. It should enable the securing of information assets of the enterprise. Thus this process must be conducted in strict compliance with the implemented legislation.

Besides, intelligence represents an economic patrimony that every State has to preserve (Carayon, 2012) by means of a national policy that aims at enhancing competitiveness of their industry, improving the security of their business economy and strengthening the influence of the country (CIGREF, 2012). Besides, we notice that the leitmotiv of industrial companies is to raise awareness about not only the complexity of interactions between these companies and their environments but also about the need to overcome a technology-centred perspective. Thus, they are more and more attentive to political and regulatory developments (Frochet, 2007)

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both on supra-national, and international levels: UN (United Nations), EU (European Union), WTO (World Trade Organization), etc. as well as on national levels (country, federal states, regions, municipalities, etc.) before developing alternative strategies.

Furthermore, we denote the various problems encountered during the implementation of a competitive intelligence, and at the same time, the growing importance given to monitoring (Jacokiak, 2004). Through decades of working in Information Systems and Business Intelligence, researchers as well as industry practitioners formulated a conceptual system about monitoring and forecasting that aims at adapting successfully to the changes of the environment and reinforcing market exchanges (Aaker, 1983) (Hermel, 2001) (Delbecque, 2011). Concepts such as corporate foresight, technology foresight, Consumer foresight, and political environment foresight, among others, serve to meet target markets' changing needs and interests better. In this paper, we focus on the political environment foresight; because it represents a new challenge for the State and its companies (Delbecque, 2006) (Delbecque, 2011) (Besson, 2006). Governments have realized that intellectual property, particularly in the field of industry, is a challenge and a strategic tool for development and innovation.

We centre our attention on National Agencies that are mandated by the governments to undertake every action concerning standardization, the quality of products and services and industrial property protection. These agencies have to advise every exporter who wants to do business abroad successfully. Their expertise and support have already proven their value in a relatively short time such as in Tunisia, where a new service called Alert export has been developed1.

Studying the challenges and issues of this context, the purpose of this paper is twofold: Identifying the existing supports for monitoring successfully the legal environment in an international context characterized by its complexity and competitive intensity (Prescott), and understanding how the alert export's service could cope with the needs of Tunisian companies in import/export to get value-added information.

This paper is divided into three parts. Part I deals with the major policies and e-technologies developed for monitoring and political environment foresight. Part II analyzes an example of expertise and practices pursued for regulatory and normative monitoring: It shows what policy the National Institute for Standardization and Industrial Property in Tunisia has developed to meet exporters' needs and promote international business. Similarly, it describes the main facilities planned by developing an Alert export service. Part III discusses the new perspective of its development.

Understanding the Context of Regulatory and Normative Monitoring

The overview we propose in the next part takes into consideration the recent issues and challenges faced by companies. Firstly, we highlight the eminent role of the government to provide clear competitive advantages over other players (Coutenceau, 2009) and support its companies so as to be usually alerted about their changing and uncertain legal environment (Cohen, 2004). Therefore, every enterprise has to monitor the evolution of laws and regulations to ensure that its goods are conform to the regulation and ready for import or export (Legrand, 2009).

Secondly, we note the particular attention to the management of international commerce activities as the weight of trade in emerging countries and countries in Central and Eastern Europe has increased dramatically (Guannel, 2005). It is the case of Morocco (Perrin, 2010) and Tunisia (Paveau, 2005) in North Africa. These countries work for the release of their trade and for maintaining privileged relations with Europe since their accession to the General Agreement on Tariffs and Trade (typically abbreviated GATT). The Moroccan and Tunisian Governments have progressively engaged in a process of alignment with international standards and requirements to recognize all of the trademarks in their countries.

Therefore, before carrying out any activity of import or export, companies need to (Creusillet, 2001):

- Be informed about the latest regulations in force,
- Dispose of regulatory and normative update,
- Be sure about the regular conformity of their services or products.

Main challenges and issues

Regulatory and normative monitoring is defined in the academic and professional literature (Cohen, 2004) (Martinet, 2010) as a formalized process of research, data collection, information processing and dissemination of knowledge relevant to strategic management (Bournois, 2000).

Two types of data are concerned here by monitoring: standards and technical regulations.

- A Standard is a document approved through consensus by a recognized standardization body that "provides, for repeated and common use, rules, guidelines or characteristics for products or related processes. It may also include or deal exclusively with terminology, symbols, and packaging, marking or labelling requirements as they apply to a product, process or production method" [22].

 A technical regulation is “a government document that lays down product characteristics or their related processes and production methods, including the applicable administrative provisions, with which compliance is mandatory” (International Trade, 2010).

Several sources of information provide standards and technical regulations. First, we distinguish National (NF, in France, DIN in German, TN in Tunisia, ANSI in United States of America, etc), Regional (ECS - European Committee for Standardization, ESO - European Standards Organizations) and International normative sources (ISO (International Standard Organization), IEC (International Electro technical Commission)

By the way, we find National (OJ), Regional (such as EEC - European Economic Community or ACAA-Agreement on Conformity Assessment and Acceptance of Industrial Products) and International (WTO- World Trade Organization) regulatory sources. These sources are frequently changeable regarding the international exchanges’ evolution (Le Moci, 2011).

Accordingly, it is essential for export and/or import companies to be up to date with standards, technical regulations, and conformity assessment procedures, especially Technical Barriers to Trade (TBT) and the Application of Sanitary and Phytosanitary Measures (the SPS Agreement) related to safety of food products, protection of and animal health and preservation of plants. In fact, companies need more than ever the support of professional and official institutes to:

 Better recognize thematic normative and regulatory hurdles under its activities and products,

 Be alerted as soon as possible of the implementation of any text that could affect its competitiveness,

 Be assisted in the interpretation of sensed information and be sustained on actions to be taken in order to meet the requirements and succeed in their international commercial exchanges.

Second, companies ought to choose relevant information systems to carry out SWOT (Strengths, Weakness, Opportunities and Threats) analysis helpful for their decision making. In fact, with the spread of information sources and mainly e-technology’s solutions (spiders and metacrawler), it becomes difficult for these companies to select the right tools that provide constant and reactive monitoring, because the number of online and offline websites’ offer is continuously growing (Champeaux, 2000). However, recent studies held mainly by consultants2 provide comparative analysis about Website searches and trackers available in the web, in order to guide companies in their choices.

According to the state of the art (Hagel, 1998) (Revelli, 2000), it seems that companies look for e-technologies with reasonable prices that can be set up and used easily. Meanwhile, they require further facilities concerning the depth and the frequency of the crawl via spiders, monitor description and content filters. These facilities should help save, organize and add alerts.

Moreover, we can mention some of the main criteria raised in these studies which are valuable for monitoring e-technology choice such as the security and the rapidity of access and also the relevance of alerts. This last criterion deals with the facility of documents’ research starting from a keyword, the importance of proximity and order between these words and finally the significance of the number of occurrence and the position of the word and the page rank (Martinet, 1989).

Accordingly, several official agencies intend to support decision-makers to meet the main issues and requests of the international commerce. We propose in the next paragraph, to present the main actors that assist companies in their practice of monitoring the evolution of laws and regulations.

An overview of Existing Institutional Supports

Two main criteria are chosen to determine the support of organisms in regulatory and normative monitoring. The first one concerns the geographical localization, the required information and the specific role and missions. In fact, there are official organisms that intervene either at national or regional or even international scales. Some of them notify about standards and/or technical regulations to fulfil. Their purpose is to ensure the compliance of services and products. It is the case for example of the European Patent Office (EPO3) and the Patent Cooperation Treaty (PCT), administered by the World Intellectual Property Organization (WIPO4) that delivers patents to companies to protect their products against industrial espionage. The Organisation Mondiale de la Propriété Intellectuelle (OMPI5) is another example of an international organization that receives a large number of patent applications filed with a rate increase in net.

For our case study, we should cite the WTO’s6 rule which was launched in 1995 and located in Geneva, Switzerland. This organization has to facilitate and promote trade among the member countries of the General Agreement on Trade and Tariff (GATT). It has mandated to spearhead the development and application of rules governing trade among nations.

Second, other official organizations aim mostly to inform companies about their rights and obligations in business while assisting them in their monitoring activities. We may mention here the National Institute of Industrial Property (INPI 7) in France under the Ministry of Industry or the National Institute of Standards and Technology8 of the United States Department of Commerce.

In Tunisia, our case study, the National Institute for Standardization and Industrial Property (INNORPI9) provides several new services to facilitate import’s procedures and inform Tunisian companies about new standards initiated in other countries or that concern

Figure1. The INNORPI Users' Profile

specific fields. This institute is under the supervision of the Ministry of Industry and Technology. It is member of the International Organization for Standardization (ISO), the International Electro technical Commission (IEC), and the European Committee for Standardization (ECS). It has also joined the European Committee for Electro technical Standardization (ECES10).

The INNORPI strives to develop mechanisms and structures of support and mentoring designed to provide Tunisian companies with relevant information in real time on standards and regulations.

The Bureau de Normalisation du Quebec (BNQ11) accredited by the Standards Council of Canada (SCC) certifies the conformity of products, processes, services and people in different areas compared to a standard or other recognized documents. This office participates in international standardization activities such as the Pan American Standards Commission (COPANT12) and the Pacific Area Standards Congress (PASC13).

BNQ offers three main services for businesses including:

- RegWatch14 is a search tool that permits to find information on Canadian standards, foreign and international reference made in Canadian federal law.
- Standards Alert15 is a tool that prevents electronic changes to Canadian about international standards.
- Export Alert!16 is developed by the Standards Council of Canada and restricted to Canadians. It "gives subscribers the ability to know the proposed changes to product requirements in global markets before they become law. It gives them access to the complete texts of draft regulatory measures and allows customers to express their concerns about these measures. These concerns are taken into account when finalizing the regulation"

It seems that the Alert export service is particularly attractive for exporters as it has been adopted by the NIST17, where the Trade Information Center18 run by the same department provides information on assistance programs for export.

Brazil is another country that chooses Export Alert. The National Institute of Metrology, Quality and Technology (INMETRO19) which is an executive agency of the Brazilian Ministry of Development, Industry and Foreign Trade developed it to support Brazilian exporters in their activities with metrology and quality. The aim of this agency is to give relevant information about environmental risk assessment and human health for the register of pesticides, industrial chemicals and other chemical substances.

A recent agreement was signed with the four Metrology Institutes of the Mercosul member countries aiming to make the "Exporter Alert!" available for exporters. It is of case of Paraguay, Uruguay and Argentina20. This latter proposes an adapted alert export service.

Other emerging countries have also developed this service such as Malaysia that sends to Malaysian exporters update notifications of proposed regulatory changes received from the World Trade Organization (WTO21). This service is managed by the SIRIM Berhad22 of the Department of Standards Malaysia.

The INNORPI in Tunisia, our case study, has been using this service since august 2009 and adapted basically the Canadian model (NCC) to encourage economic actors to participate in the national effort in promoting exports. We will deal with this specific topic in the next section and we will respond to the following questions: Why is the INNORPI interested in the alert export's service? What are the distinctive characteristics of this service in the Tunisian context? And what are the major benefits and perspectives of its development?

Tunisian Expertise in the Economic Intelligence

The INNORPI is a public and non administrative institution, endowed with legal personality and financial autonomy. Created on August 1982, it was placed under the supervision of the Ministry of Industry and Technology, and managed by a works council that represents the supervisory departments concerned. It offers to its users (see figure 1) recent information about industrial property and regulatory documentation requests.

The INNORPI covers several areas (food, electricity, building, textiles etc.) and proposes an electronic notification system that alerts Tunisian exporters change

Figure 2. The Export Alert's Home Page

Figure3. Alert service's inscription

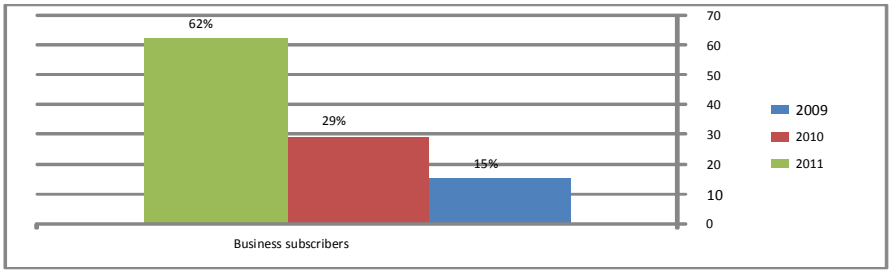
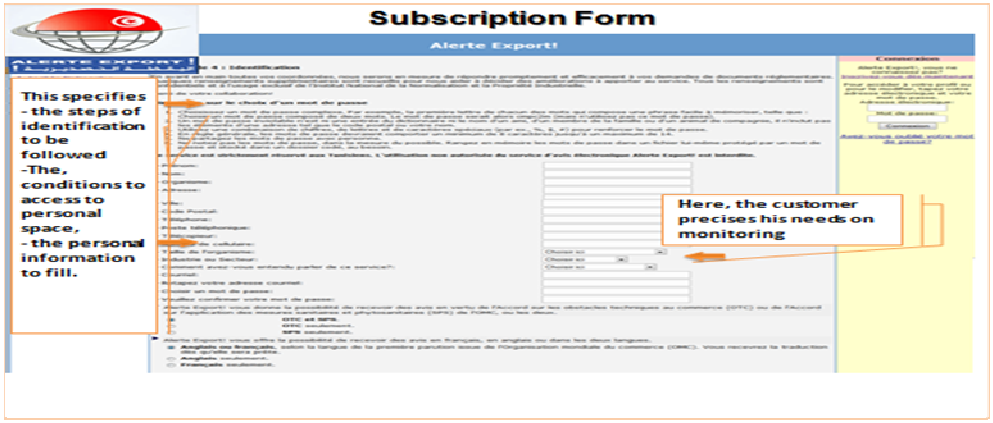


Figure 4. Form for Identification and Monitoring needs



projects, standards and technical regulations occurring on the international market (all WTO member countries) before the entry into force of these. It's the Export Alert service we describe in the following section.

The Export Alert Service

Accessible through the Web portal of INNORPI (www.innorpi.tn), the export alert service provides information and documentation about TBT and SPS notifications (see figure 2). It was designed to asset policy-makers to:

- Increase the market share of their business,
- Discover a niche market,
- Reduce production costs,
- Improve product quality,
- And maintain an advanced technological and some know-how.

Available since 2009, the number of subscribers is steadily increasing. It counts on May 2011, 500 subscribers and is expected to reach 5000 in 2012 (see

Figure 5. Monitoring Parameters

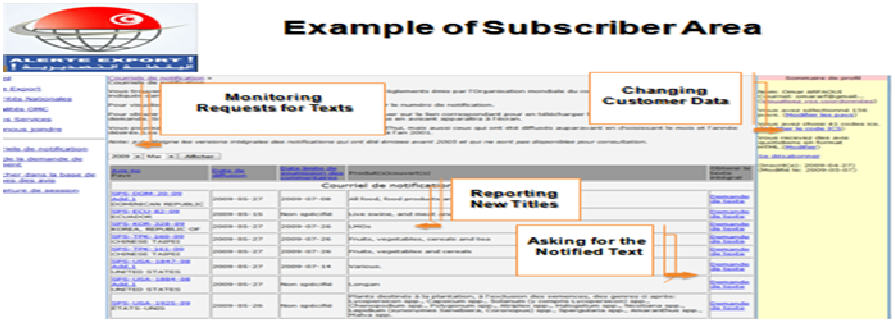


figure 3).

When entering the online service, each subscriber can specify the coordinates of its business and indicate the reference list of standards he wishes to ensure the update (see figure 4

Thus, four levels of information are offered to him (see figure 5):

1. Receiving alerts by e-mail,
2. Requesting the full text of the notification (standard project or technical list),
3. Sending technical remarks to OTC-INNORPI that deal with all the necessary procedures,
4. Receiving relevant answers on the issues found.

In the next section, we will analyze the use of this service by advisors of normative information, allowing us to know the real impact of the features described above.

The Tunisian Alert Export Use

We have chosen as a research method, a qualitative study to see how the alert export service has changed the practice of regulatory and normative monitoring.

We interviewed in September 2012 officials of three main structures working on regulatory and normative monitoring in the INNORPI (The Point National information's project, the service of regulatory and normative monitoring and alert export's service). The speech of the interviewees dealt with three main aspects, which we propose to analyze and discuss in the next part.

The INNORPI Expectation in Alert Export Development

All the interviewed officials believe that the INNORPI has developed the Export Alert service to enable businesses to access information on international standards and have visibility on the regulations governing the development of exports. According to them, this online service serves as an early warning system for Tunisian exporters as it automatically alerts them to changes in trade-related technical regulations. They declare that the Alert export service allows exporters to avoid unexpected changes in rules and regulations that can be costly and cause unwanted surprises for them.

The interviewed officials agree about the benefits of this service. They argue that such a service helps them avoid trade-distorting effects, delays or even problems that prevent market entry. To their mind, the alert export service is a major asset for economic intelligence in Tunisia. They consider that the automatic information given thanks to the alert export service provides Tunisian companies with the opportunity to assess regulatory changes, and be informed about new or revised technical requirements at the right moment. They remind that the statistical data collected recently confirm these findings and show their importance to these companies.

Another survey, conducted by the Ministry of Trade and Industry through a Japanese office with Tunisian exporters, reveals that before the alert export service implementation, just 20% of respondents declared being informed about new regulations. Hence the need for the establishment of an alert service that includes information on standards and regulations to meet the needs of these stakeholders.

On the other hand, the interviewed officials highlighted the important role of Alert export service in their daily tasks. They realize that they can easily support Tunisian companies and provide them with competitive information. They observe that the implementation of their strategy of acquisition and dissemination of customized information becomes easier thanks to online tools offered by this service. Since the use of this service, they notice that they are increasingly available and listening to their users' problems. They say that their role of making multiple searches in International Websites (IEC ISO, AFNOR, BSI, DIN) and specialized databases as Perinorm (bibliographic database of national, European and international standards from more than 200 standard publishing by organisms in 23 Countries) and CIN-DOC (catalog of Tunisian standards) simplifies as they can easily provide targeted information to the

customer.

As the multiple tools offered by this service (e-mails, forums, Uniform Resource Locator, etc.) enable them to inform these users automatically about regularity and normative news, interviewed officials find that their role in managing changes is being strengthened. They agree that this service leads them to create an automated and intelligent surveillance via relevant access to official organisms such as WTO, ISO,INPI, WIPO, EPO and CEI.

Through this service, they feel safer to ensure for each company:

- Fast and reliable information on all standards and specifications on national, regional and international levels.
- An update of national and international regulations: Arab, African, European and international (Canada, United States, Japan, China, Australia, etc ...)
- And an update on industry standards (American Standard ASTM, Food and Drug Administration, Boeing, Volkswagen etc ...).

In brief, the interviewed officials are satisfied with the service. They declare that they have reached their goal until now while using the alert export service as they are more attentive to users' requirements and visible at regional and international scales.

The Main Features of this Service in Tunisia

From the interviewed officials' viewpoint, the Alert export Service is an internet-based service that uses ICT features. It is a unique, automated, and customized e-mail notification service that helps exporters keep abreast of regulatory changes in global markets before they become laws. They remind that this service is offered free of charge to Tunisians. They have 500 subscribers until now.

Two main features of this service are cited in the survey: First, the Alert export service sends an e-mail warning when foreign regulators are changing the requirements that apply to the products. Most of the interviewers highlight the advantages of this service as it notifies automatically proposed regulatory changes according to the specified field(s) of interest of any user. Second, interviewed officials evoke the possibility of having access to full texts of draft measures and put emphasis on the opportunity for users to comment on changes.

Since its launching in 2009, several improvements have been carried to enhance the initial version so as to make it a friendly, user driven, and customizable service. Interviewers quote that new features are proposed to enable users to manage their profiles and make full text requests be more efficient.

Taking into consideration users' satisfaction and use, officials affirm that they are more sensitive to these concerns. In fact, they notice that they are able to provide users with the latest export alert related and other news through the alert export service. All the officials said for example, that they can easily track notices under the World Trade Organization Agreement on TBT and SPS. Thus, they confirm that direct linkages to information on WTO, TBT & SPS activities are possible.

The Real Impact of the Alert Export Service

The officials affirm that the Tunisian Alert export Service is the only alert service of its kind in North Africa. Also it is the first and only service developed across the Arab and Mediterranean World. They underline that this service covers all information on standards (national, regional) and international organizations and international technical regulations having a relationship with international trade and related products and services affecting members of the WTO (150 members).

Accordingly, they believe that this service contributes effectively to fuel the business intelligence strategy in Tunisia. They justify their views by putting forward three main real impacts: First, the Alert export's service enables Tunisian companies to make better decisions. In this sense, interviewers explain that this service permit to know about changing product requirements in global markets before they become law and grants access to the complete texts of the draft regulatory measures. Second, the Alert export service helps especially Small and Medium Companies (SME) follow the regulations and normative requirements and thus be more involved in the market. They show the opportunity the SME have to voice their concerns regarding the measures. Thanks to the features of the alert export service, their concerns are further taken into consideration as the regulations are finalized.

Improving the economic intelligence in Tunisia is the third impact raised by the interviewers. In fact, they agree that alerting services are also considered as a major tool of intelligence. They remind us here that the Ministry of Trade and Industry reveals in its reports the non-satisfaction of the exporters to companies ' information services, the lack of information that regulates exports and the need for information leading to regulatory standards. Therefore, they insist about the added value of the alert export service that provides relevant information in these exporters enabling them to move to overseas markets for investment. As one user commented, "I have found the service valuable and we have passed relevant information to our exporters because of the service." Another user stated that the Export Alert service is a "great service and applicable to any business doing business abroad."

Toward the Development of New Features

Despite the achievements obtained by the deployment of

this service in Tunisia, the interviewed officials evoke the new challenges of the INNORPI and at the same time the necessity to perform this service. In fact, they remind that the alert export service of INNORPI will integrate sooner the intelligence Network of Alert and Monitoring known in French as RIAVEC (in French: Réseau d'Intelligence d'Alerte et de Veille Commerciale) which is a part of a project funded by Switzerland. This project has set up under the aegis of the Ministry of Trade and Tourism in Tunisia and with the help of the International Trade Centre (WTO).

This network is not yet functional in INNORPI and still under contract. However, the interviewed officials believe that RIAVEC should contribute to a better dissemination of strategic information to companies including the export in industry, agriculture and services. It should allow them to be better informed on trends and market requirements (choice of structures in terms of destination of exports, products and services). For them, the project should foster the exchange of best practices in monitoring, analysis and intelligence.

They are now thinking about the use of a platform which will supply it with information on standards and regulations and will solve new problems. In addition, INNORPI is currently thinking about an Arab network to expand its services. They will participate in the feeding network of international intelligence by national and regional standards concerning the Arab world.

In addition, INNORPI is currently considering the contribution to supply an Arab network to expand its services. They will participate in the feeding network of international intelligence by national and regional standards concerning the Arab world. Despite the complexity of the task, these new challenges represent for them a great opportunity for the Tunisian economy because, as they said, will be able to conquer new markets with confidence.

Main Reviews and Working In Progress

The state of the art and the case study results confirm our assumptions. In fact, officials who are working on regulatory and normative monitoring in official agencies provide great support for exporters. We showed in this paper how the Export Alert service supports decision makers and provides them with updated information on changes in standards and technical regulations. We indicated the strategic asset of this service to meet the demand of Tunisian exporters and at the same time to be better positioned on the international market.

Through analysis, reflection and explanation, we attempted to demonstrate how official agencies' support remains highly valuable in an international changeable trade context. Reviewing the recent challenges and issues, we aimed to affirm that the word "alert" should be understood in the sense of being awake and ready to detect any event that could happen. We showed in the paper, that assistance of experts in regulatory and normative monitoring must ensure the identification and the understanding of threats and strategic opportunities, and leads consequently to reinforce at the end the added-value of these experts in the intelligence development.

As noted at the outset, e-Technology can help provide agile solutions to better carry this type of monitoring. We should here remind that the use of digital tools such cyberAlert, Ewatch or KB Crawl is highly recommended. However, we believe that this support could hardly replace the intervention of intelligence professionals mostly because of the relentless growth of these tools. Thus, we agree with the idea of Rouach (2010) that consider using e-technology does not bring out the risks in terms of safety. Besides, the paper showed that companies are overwhelmed by too much intelligence solutions on the internet, which reinforces once again the role of the expert who would help to target the best solution and select more relevant information.

Accordingly, we believe that the achievement of a relevant regulatory and normative monitoring is becoming more complex by the importance of regulatory texts and references of national standards European and international that have to collect and update, Hence, the need for further cooperation at nationally and international scale to know each other context as well as the exchange of best practices is necessary to meet the demand of exporters.

From the other hand, we showed in the paper the positive impact of implementing the alert export's service from the experts' viewpoint. The focus on the Tunisian context indicated the future challenges of alert export. Lastly, we need determining the usefulness and impact of this service from final users' viewpoint. Despite the increasing use of Alert Export service, the goal of reaching the 5786 Companies in Tunisia has not yet been attained. Why does not INNORPI meet fully its target? Do potential subscribers know INNORPI and its monitoring service? Do they have a monitoring unit performance inside their business? Or just do they practise monitoring in their business?

Therefore, we should see what extent Tunisian SME practice intelligence. In this sense, we can cite a study of French SME made in 2002 that indicates that 55% of them do not know if they practice or not intelligence, 23% said they did not practice and only 21% practice it (Phanuel, 2004). Further developments are then required to complete the analysis and check about the real practices and new demands.

In addition, the perspective of conducting a concerted reflection between new and different partners as is the case of INNORPI will bring to necessarily improvement of the actual features of alert export's service. Development and research related to this item are recommended. To our mind, the actual challenge is how to establish a

collective intelligence about this service that underlies not only a constant interaction between the actors and end users but also the ability to understand and adapt to the external environment while ensuring sovereignty and the specificity of each country. Today, knowing how to manage information overload is the current field of intelligence that goes beyond national boundaries, to cover also the world market. Besides, the import of materials, products and techniques from very distant countries becomes the concern of any government which devotes a consequent budget to offer businesses the benefits of a centralized information system to improve their competitiveness and their performance and protect their rights. How can we find the perfect balance between protecting industry propriety and acceding to free and changeable market?

We believe that the implementation of a collective intelligence approach in the international trade is essential as highlighted by the interviewed officials, but we consider that is not straightforward enough, because the techniques of intelligence, surveillance and alert are different. What are the conditions (cultures, structures, and processes) that enable effective collaboration? This issue should be examined in greater detail particularly since the actors of regulatory and normative monitoring perform their mission according to the specificity of the request too.

For this purpose we think that RIAVEC should be helpful and would represent a great opportunity to seize but with much clairvoyance. Today, there are a wide variety of technologies and practices that can meet the purpose of the RIAVEC members about knowledge sharing (Blasmisse, 2008). But, how these technologies and practises can be useful for monitoring and alert? What are the conditions for a fair balance between diversity of contexts and common purposes, and between decentralized and distributed decision making? The trick though is, to develop the right policy that enhances effective collaboration between the different partners of the network.

We know that business has become so complicated, so difficult and the survival of a company so problematic, in an unexpected, dangerous and competitive. So, the RIAVEC network must mobilize all the intelligence of all its partners to support the initiatives of exporters.

In fact, we share the idea of Olivier Zara (2008) about the three main pillars of a network: 1) the knowledge management i.e. all the knowledge and expertise of employees, 2) information technologies and 3) the collective intelligence covering the number and the quality of intellectual cooperation suitable to the situation and the needs of each environment. Such cooperation involves interpersonal interaction and innovative relationship between organizations. If we try to apply this assumption to our case study, we believe that RIAVEC success depends not only on the constant interaction between these three pillars, but also on the equal importance for every group member would like to give to each of those pillars.

Therefore, it is necessary to answer these crucial questions: How can monitoring expert and computers be connected so that collectively they act more intelligently than any individuals, groups, or computers have ever done before? What are the characteristics of the system that should be developed to meet the objectives of this network? Control Cooperatives are interactions of individuals between themselves and their environment. For this, the system shall be open, transparent and interactive. It must foster exchanging ideas made by each collaborator of the network. Thus each decision maker can then be more easily identify emerging market ideas at once and likely of high quality. Also, alerts shall be capitalized and shared by the system. But beforehand, the group has to determine the ratings of alerts well as the forecast of market trends. We believe that the network should facilitate the dissemination of good practice in which each collaborator is invited to share his ideas and reactions to any kind of goods or projects within its territory. The tools of Web 2.0 such as blogs, wikis and forum are expected to constitute true core knowledge and the enrichment of intellectual capital on a monitoring regulatory. This should yield a performance collective higher than the sum of individual performances in regulatory and legislative monitoring.

As we said, there are a wide variety of technologies that can mediate cross-boundary communication and coordination. Yet, little is known about how these technologies are used in practice to enable effective distributed collaboration in regulatory and legislative monitoring.

Accordingly, mastering information and communication at the right time is still a constant challenge for any intelligence activity, despite the availability of resources. The human support and the exchange of expertise are crucial but difficult to achieve at the actual context. Thus, we believe that the issue for experts in monitoring who want to exchange their knowledge is to be able to obtain a smart decision through tools, methods, processes and technologies. So a cultural change seems necessary to encourage further intellectual cooperation. INNORPI will have no trouble adapting to this new culture in monitoring to continue sustain exporters' motivation over time. After all, nowadays without such a basis knowledge based on collective intelligence and innovative tools, performing is impossible.

Notes

1. https://alert.scc.ca/Tunisie/index?req=about
2. http://www.actulligence.com
3. http://www.european-patent-office.org
4. http://www.wipo.int/portal/index.html.fr
5. http://www.wipo.int/standards/fr/part_08.html

6.http://www.wto.org/english/thewto_e/whatis_e/who_we_are_e.htm
7 http://www.inpi.fr/ http://www.nist.gov/public_affairs/nandyou.cfm
8. http://www.innorpi.tn/
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